

Parts Manager Questions

Have your parts manager answer the **78** questions found in this zip file. Confer and provide suggestive actions. **(50 points)** Provide your answers in a different color font.

1. How often is your dealerships source pricing levels reviewed for competitive maintenance and heavy repair?
EVERY 6 MONTHS
2. Compare the pricing policies in the parts department and see how competitive your Dealership is within your area.
WE ARE COMPETITIVE IN THE MECHANICAL PARTS WITH 25% BELOW COST, BUT NOT AS COMPETITIVE IN THE BODY PARTS BECAUSE THE COMPETITION IS AT 30% BELOW COST.
3. Verify with the use of market surveys on selected parts prices in your area as to whether you are competitive with others. You don't have to be the lowest to sell more, but too little or too much profit can keep you from being competitive.
WE DON'T DO MARKET SURVEYS.
4. Does the computer system you have follow one or more of the pricing guides for various types of customers? Review the pricing structure with the manager and determine areas of profit potential. Policies in wholesale, retail counter, service department, employees, etc., need to be established.
**YES IT DOES.
WE HAVE BUMPED OUR RETAIL PRICES
AND WORKING ON BUMPING OUR SERVICE PRICES.**
5. Do you have in place policies and DMS controls (via Exception or Deviation Reports) to prevent counter people from changing the pricing structure during daily transactions? What about Service Advisors?
**YES WE DO
SERVICE ADVISORS CAN'T GET TO PARTS SCREEN.**
6. Is there a process followed to prevent the costing of parts at other than the established factory (OE) cost within the dealership when parts are placed into the inventory? (done through the use of +/- inventory adjustment account(s))
**YES THERE IS
ONLY 3 PEOPLE CAN POST "INVENTORY CONTROL, ASSISTANT PARTS MANAGER, AND THE PARTS MANAGER.**

7. Regardless of parts cost (due to various sourcing opportunities (Jobber/Wholesale Distributor), are they all costed at the same factory price to maintain accurate inventory value?
YES.
8. How are discount purchases tracked in the system to show additional profit based on the cost of the part from a particular source other than factory price?
INVOICES CODED TO THE CORRECT ACCOUNT # 1678400.
9. Do you have an internet presence for your parts department?
YES. OUR WEBSITE AS WELL AS FORD.COM
10. What type of merchandising programs do you have in effect? What is the relative cost versus sales generated as a result of the programs?
YES. WE HAVE 15% OFF ACCESSORIES
11. Is an outside salesperson active in your parts department? Are the sales at a level that "pays" for the employee or could the accounts be maintained on a part-time basis by the manager?
**YES HE IS.
NO THE SALES ARE NOT ENOUGH AND NO TIME FOR THAT**
12. Do you have factory merchandising dollars available, and if so, how much of those dollars have been spent year-to-date by the dealership? What must be done to qualify for more expense sharing in merchandising by the factory and the dealership?
**YES. 40% HAS BEEN SPENT
MORE PURCHASES.**
13. With the growing use of mobile smartphones by customers do you have a mobile ready website?
YES
14. Do you periodically check your online internet Parts coupons? How often are they checked? How often are they updated?
**YES. WEEKLY
THEY ARE UPDATED MONTHLY**
15. Pay plan reviews should be made at least on a monthly basis. When has a comparison been made between departmental gross profit and the personnel expenses for the department? Is the current sales level providing a sufficient profit for the pay levels established for the parts employees?
**YES
WORKING ON IT RIGHT NOW**

16. Does the parts department actually seek additional revenue or “live off” the sales of the service department only? If not why not?

**WE SEEK REVENUE
MORE WHOLESALE BUSINESS**

17. Is a program set up to sell accessories to the customer in the sales department as well as the parts area of the dealership? If not, are you leaving potential sales and gross profit on the table?

YES

18. Do you review wholesale customers weekly to see if parts sales dollars per customer and returns justify the expense of conducting business with them? For example, delivery 30 miles out of town to a customer ordering \$300 a month of parts at Cost+20% may not justify the delivery service.

**YES. ON WEEKLY BASIS
WE USE PSX**

19. Do you study your wholesale market opportunity with the dealership’s area of influence? Who’s the major player and can you unseat them? Can you make a difference against your competition? Can you deliver 2-3 times a day? Within what mileage radius?

**YES. DUVAL FORD
YES ON MECHANICAL , AND WE DELIVER**

20. Who verifies the “wholesale” customer applications to make certain they are really true wholesale customers? Are your state Tax-ID/Wholesale Certificates current (within the last two years?)

**THE PARTS MANAGER
YES. CORP IN ATLANTA**

21. Discuss monthly expense control with the parts manager and identify specific areas under the manager’s control. If expenses are allocated and not charged on a controlled basis, consider basing pay programs on sales or gross rather than net profit as part of the plan.

THE GM

22. Who determines credit approval for parts customers and what screening system is applied? Who follows the receivables list in a timely manner to make certain payment is made by the customer without exceeding the account limits?

THE HEAD CORPORATE OFFICE

23. Is the financial statement for the parts department given to the manager and discussed on a weekly/monthly basis?

YES. DAILY

24. What are the special parts ordering policies for SORs? Where is it written and posted? When was it reviewed and what level of management approved it?
NOTHING WRITTEN
25. Do you require 100% pre-payment on these parts? Do you differentiate between Counter Retail/Wholesale and Service RO?
**ONLY ON RETAIL
YES WE DIFFERENTIATE**
26. What time is set to retain these parts and then initiate a return? Is a return charge made on customer pay parts that are returned because the customer did not return for them within a time limit?
**28 DAYS
YES 18%**
27. Who are the parties that are involved in the SOP process start to finish?
COUNTER PERSON – INVENTORY PERSON – ASSISTANT MANAGER
28. Are special order forms completed in a legible manner so that the customer information can be read?
YES
29. Where are special order parts for the service department located? Who notifies the customer the part is in, and who determines when to send the parts back if no response is made by the customer? Is anyone designated to follow up on SOP's, the lack of return?
30 DAY SHELF. SERVICE DOES. WORKING ON IT. ASSISTANT MGR
30. See if special order parts are carried in a separate section of the parts inventory to maintain control. Or they inserted into the regular inventory?
YES
31. Who administers and controls the Purchase Order system (DMS/book)? What dollar amount of fixed asset purchase can be made without approval above parts management level? Who sets and monitors these \$\$ levels and total open PO's and open PO \$'s?
COUNTER PERSON. NOBODY MONITORS THAT
32. Does anyone other than the parts manager have direct purchasing authority from outside vendors? Who oversees the Parts Manager? (Double signatures, Perusing the Parts Dept. purchase invoices)
YES. CONTROLLER
33. Who established internal parts pricing policies? Are all internal purchases centralized and run through the Parts Department for control purposes?
GM

34. Does the value of the parts inventory on the parts computer exceed, or is it less than, the financial statement dollar amount? (Monthly Reconciliation Exercise)
EXCEED
35. If the accounting inventory value is higher than the parts computer, look for the parts inventory missing items (uncontrolled inventory). (Monthly Reconciliation Exercise)
N/A
36. If the accounting inventory value is less than that of the parts inventory value does this indicate an abnormal condition? (If not, why?) (Monthly Reconciliation Exercise)
INVOICES NOT POSTED OR INACCURATE POSTING
37. If LIFO is used, when inventory value is used to calculate days' supply, etc., the actual value should include the LIFO reserve.
N/A
38. Is there an employee responsibility to function chart as was discussed in class? Are there specific inventory transactions (Grading, Ordering, Receipting, Posting, Adjustments, Bin Count Inventory, Returns, Cores/Dirty Cores) assigned to each of the employees in the parts department? (Functions vs Employee Exercise)
YES
INVENTORY CONTROL AND ASSISTANT MANAGER
39. Who controls the training programs for the parts employees? When was it last reviewed? Is it part of a yearly review with the employee and is it part of the employee's pay plan?
FORD DOES
ITS NOT PART OF A YEARLY REVIEW
AND ITS NOT PART OF THE PAY PLAN
40. Are records kept of the training for each person and when did someone last take online DMS refresher training? Parts Catalog training? OE/Manufacturer specific training?
THEY ARE KEPT ONLINE
MARCH 2019
41. Has your Parts Manager ever taken a departmental Financial Management class like the ATD Academy? When was the last time they attended any formal Parts Management training?
NO
8 YEARS AGO

42. A computer system diagram with specific terminal equipment positions should be made and a flowchart of work routine should be made. Determine if the equipment meets daily needs and if the equipment is in the right locations. Is the volume of business at a level that requires more system hardware, or does it require less?

RAM SPEED

43. How much of the replenishment/daily order is manually adjusted? Does it exceed 10%? Who makes the stock replenishment changes, and what are the reasons for the majority of those adjustments? When was it changed last and by whom?

3%

NO IT DOESN'T EXCEED 10%

**PARTS MANAGER DOES STOCK REPLENISHMENT CHANGES
TRUE CRITERIA, BIG DOLLAR ITEMS, OR TRIM PIECES**

44. Is the trend of those changes in question #42 a positive or negative trend?

POSITIVE

45. What is the percentage of stock order from the factory versus outside purchase (emergency purchases)?

91%

46. Where are the computer-generated management reports printed and stored are they used on a daily? (CDK MGR Report) How are the management reports utilized?

PARTS MANAGER OFFICE

WE USE THEM TO PUT STRATEGY AND MAKE DECISIONS

47. Is the DMS Summary used to track inventory trends? When will you incorporate the DMS Scorecard that you learned about in class? Are there areas on the DMS scorecard that you couldn't find and if so who at the DMS is helping you to find those answers?

YES

RIGHTAWAY

NO, WE FOUND EVERYTHING

48. How often is your Parts Inventory adjusted for errors in part value or part quantity? (Moments in Time)

WHEN THE ERROR FOUND TO BE TRUE

49. Have the fifty most active parts numbers been checked for parts bin count accuracy? (Moments in Time)

YES, BIWEEKLY

50. Are the transactions for each day reviewed by the parts manager to make certain that any adjustments made (plus or minus) are accurate?
YES, SOMETIMES PLUS AND SOMETIMES MINUS
51. Have you given the Lost Sale Quiz to the parts Manager and Counter-people? Others in the dealership?
YES
52. Are true lost sales being tracked in your DMS? Who can log a Lost Sale?
NO, COUNTER PEOPLE CAN
53. Who reviews the Lost Sales? When are they reviewed?
PARTS MANAGER, DAILY
54. Are emergency ordered part numbers reviewed to see if they qualify to be phased in? Is the Test/Non Stock/Watch feature of the computer system utilized to test which parts to stock (Phase In)?
YES
WHEN WE DO STOCK ORDERS
55. What demand history does it take to place a part on the inventory stock order or in inventory? Time limit and quantity are generally managed by Vendor Managed Inventory systems?
3 IN A YEAR
56. What is your Compliance % level for your inventory with your Vendor Managed Inventory, RIMPRO?
98%
57. Are all parts sold by the department placed in the Parts inventory and then sold from the inventory? Do you stock any items that aren't in your inventory (Shop supplies, get ready, bulk fluids like washer solvent)?
YES
NO, WE DON'T STOCK ITEMS THAT AREN'T IN OUR INVENTORY
58. Are the procedures for shipping and receiving written or all verbal? Who's responsible for reviewing and updating these policies and procedures?
VERBAL
PARTS MANAGER
59. Who files damage claims on parts shipments received?
ASSISTANT PARTS MANAGER
60. Who receives parts orders, and how are they received? Is the original stock order transmitted to the factory cross-checked? What do you do about discrepancies?
WAREHOUSE PERSON. YES IT IS. WE DO CLAIMS

61. At a minimum, is perpetual inventory verification done in conjunction with a physical inventory on a yearly basis?
YES – 4 TIMES
62. Who applies and loads the monthly price updates?
FORD DOES
63. Are parts cost adjustments (monthly price updates, bin count irregularities and emergency purchases at more or less than OE cost) tracked by someone in the dealership or is a periodic inventory adjustment method utilized (like once a year)?
YES, APPRECIATION, DEPRICIATION MONTHLY INVENTORY ADJUSTMENT METHOD UTILIZED
64. What adjustments were required after the last physical inventory to the dollar value, etc., of the inventory?
\$2000 OVER
65. Are all obsolete parts that are on the inventory physically in the store?
YES
66. Are they separated into a special area to be controlled and tracked for sales history? Separate source? Change bin location by adding a J for easy identification by counter persons?
NO SEPARATED AREA, NO SEPARATE SOURCE, NO BIN LOCATION CHANGE – WRITE IT OFF AND SCRAP
67. Who verifies the completion of the repair orders between the first and second month they are reported in the work-in-process status?
SERVICE MANAGER
68. Do the Parts, Service and Body Shop Managers along with the Office Manager/Controller together follow up on all Work in Process (WIP) tickets and verify that they are closed out in a timely manner?
YES. WEEKLY
69. Is a daily operating report of sales, gross profit etc., being provided to the parts manager for review by him (DOC)?
YES
70. What is the months' supply of the inventory? Does this match the students calculations found in their FS Parts Excel template? Are too many parts stocked in the inventory based on this calculation?
2 MONTHS SUPPLY. SLIGHTLY LOWER THAN CALCULATIONS. \$700K

71. What is the true turn of the inventory? Does that match the students calculations found in their FS Parts Excel template?
7 TURNS - YES
72. Is the inventory area large enough for the current level of business? Answers to this question can be obtained when the student does the FTFR (First Time Fill Rate) exercise.
YES
73. Where are the Dealership's policy and procedures manuals located and who handles the review with the manager and his employees? Who has verified that the manual is located in an area that allows for easy access?
WEB-BASED. PARTS MANAGER
74. Is your Parts Department locked up each night? Who has keys?
YES. KEYS WITH MANAGER, ASSISTANT, AND INVENTORY PERSON
75. Do your Counter-people have a cash drawer? Who balances the drawer?
YES. COUNTER PERSON AND PARTS MANAGER
76. Is there a policy in place for overages for the cash drawer/balancing?
CASH BALANE REPORT TURNED IN DAILY
77. Do you have security cameras in the Parts Department? Who has access to the tapes/CD/backup?
**YES
MANAGERS CAN ACCESS IT ONLINE**
78. What one thing can your organization do to help you do your job better?
BETTER COMMUNICATIONS

Departmental Action Plan

Dealership **COGGIN FORD**

Student Name **NAGY WAZIRY**

Academy Week **2**

Class & Student Number

Current Situation

We didn't have a good process in terms of contacting our customers who orders special order items in timely fashion. That led us to losing a piece of that business, increased parts returned, and lower our CSI score

Overall Objective:

Putting a process in place and designating team members to it, were we able to contact our customers as soon as the part arrives so they would come back and get the repairs done in timely manner

Proposed Timeline

One week

Action Plan

- 1- Having a designated person in the parts department and a designated Person in the service department to following up with special orders daily.
- 2- Open communication between the 2 departments and having the special Ordered parts on the department heads daily check out lists, and having it as part of the daily fixed operations meeting.
- 3- Parts designated person calls the customer directly if the vehicle is not in The shop, or calls the service designated person if it is.

Requirements

1. Meeting with Dealer: Got with the GM and the heads of the two departments and shared my plan and its importance, as well as my proposed action plan, and shared with them the positive impact that this will have on our sales and CSI

2. Got with the entire fixed staff and explained my plan and the reason behind it. Asked them who likes to be responsible for being the designated person in each one of the two departments, and had multiple members who wanted to play that role, so we picked two and we put a spiff for them based on the positive results we will get.

3. We have a meeting daily with the 2 department heads and the 2 designated team members and follow up with all our special order parts daily in the fixed operations director's office, and we ask them for feedback as well as any issues that we need to address to make their job easier

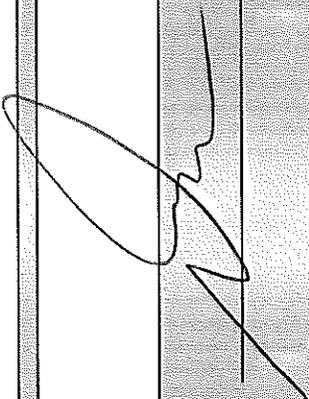
4. We meet daily and monitor our progress.

5. \$500

Projected Date of Completion:

9/12/19

Sponsor Signature:



Evaluation of Results: Include measured results.

(± Metrics)

We are selling more and having more satisfied customers, and that impacts the bottom line positively

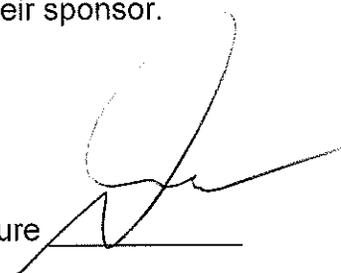
Verification Form Regarding the Departmental Action Plan

Fixed Operations 1 Week Post- Class Homework Assignment

Dear Academy sponsor,

One of the post-class homework assignments given to your manager at the conclusion of week two at the Academy is the Departmental Action Plan form. The student's assignment is to show you the format of the assignment, explaining to you the purpose of crafting a departmental action plan after week 2 of the Academy. This assignment will be completed four separate times, (classes 2-5) after the student has attended the fixed operations 1 parts week, the fixed operations 2 service week, the variable operations 1 class week and the variable operations 2 class week. The progress of the student's departmental action plans will be assessed by each of the Academy instructors in weeks 2 through 5 of the Academy. Please sign this form below which indicates that the student has reviewed the departmental action with you, and have your student bring the form with them, when they return for their fixed operations 2 parts class. We will collect these forms at that time from the students. The student will receive a pass/fail grade, based upon whether they submit this form signed by you. This is being done in order to verify that each student has shared the Departmental Action Plan with their sponsor.

Thank you for your cooperation.

Sponsor's Printed Name NAG/WAZ Sponsor's Signature 
Date 9/13/19

Very truly yours,